Renaisi Limited

Report of the Directors and Financial Statements

31 March 2021

Company Registration Number

3532867 (England and Wales)

Reference and administrative details

Directors	Rohati Chapman (Non-executive Chair) Robert Pearce John Hitchin Michael Toyer Susan Attard (Resigned 31 October 2020) Kishan Chandarana Laura Busfield Karen Hinton-Platt Surekha Aggarwal Paul Di Paola
Secretary	Michael Toyer
Registered office	Unit 2,3 & 13 290-296 Mare Street, Hackney, London, E8 1HE
Company registration number	3532867 (England and Wales)
Auditor	Lovewell Blake LLP Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Solicitors	Veale Wasbrough Vizards LLP 24 King William Street London, EC4R 9AT
Bankers	The Co-operative Bank 4th Floor 9 Prescot Street London E1 8SF Metro Bank 117-121 Bishopsgate London EC2M 7PP

Reference and administrative details

Directors' report

The directors present their report with the financial statements of the company for the year ended 31 March 2021.

Status

Renaisi Ltd is a not-for-profit private company limited by guarantee and does not have share capital. We are a social enterprise and hold the Social Enterprise UK "Social Enterprise Mark" accreditation.

It has social objectives and in accordance with its Memorandum and Articles of Association, the income and property of the company shall be applied solely towards the promotion of its social objectives and no portion shall be distributed to its members. In the event that the company is wound up, the liability of the members is limited to £1 each and any residual assets can only be applied to the social objectives.

Principal activities

Renaisi continues to operate as one of the leading social businesses across London for direct service delivery and nationally for our consultancy activity.

Whilst our focus has changed through our 20+ year history, from delivering area-based regeneration to either supporting individuals or advising other social organisations that seek to support individuals, we have never moved away from our overall aspiration which is to support people and places to thrive.

Our **vision** is of strong, inclusive communities, where everyone can flourish

Our **mission** is to help people and places to thrive.

Renaisi combines service delivery and consultancy to offer unique insight into what it takes to help people and places to thrive.

Our **purpose** is to further understand what it takes to improve places and opportunities for people within those places.

As a company with a clear social purpose, integrity is at the core of our actions. Our purpose and mission are underpinned by the following values:

We value strengths

We make time

We are curious

We think about our impact

Directors' report

Our current trading activities and going concern assessment

2020/21 main contractual activity can be summarised as:

- Supporting the long term unemployed on their journey into work, equipping them with essential skills, knowledge, experience and opportunities.
- Supporting public sector, charities and foundations to understand the dynamics of place, maximise the benefit of local economies and truly engage communities to determine and address their own needs.
- Helping organisations to deliver better outcomes for people through our research and evaluation services. We support these organisations to develop strategies, design measurement frameworks, evaluate delivery, and learn about what works.
- Supporting public and charity sector organisations to understand and resource major projects and programmes, through providing experienced, high-quality consultancy support to help improve or change delivery of services, particularly those with a focus on place.
- Supporting start-up charities and social enterprises by providing business support functions, space for operations/events and strategic business advice.

2020/21 was a successful year for business operations against the challenging context of the COVID-19 pandemic and associated government restrictions on workplace and social mixing. We are proud that this has been recognised through our **nomination at the forthcoming Social Enterprise UK awards for Team of the Year**.

Our end of year position saw us broadly meet our set budgets. This was a hugely positive outcome given the restrictions on our operations, in particularly our ability to support our long-term unemployed clients on a face-face basis.

These accounts have been prepared on a going concern basis. Following our review of our forthcoming contract activity and opportunities in our marketplaces we are confident in our ability to continue to trade successfully for the forthcoming twelve months (see accounting policy on going concern on page 11).

Directors' report

Directors

The directors during the year under review and since the year end were:

Director	Appointed/ Resigned
Rohati Chapman (Non-executive Chair)	Chair from 03-Nov-2020
Susan Attard (Non-executive director & Deputy Chair)	Resigned 31-Oct-2020
Rob Pearce (Non-executive director)	
Kishan Chandarana (Non-executive director)	
Karen Hinton-Platt (Non-executive director)	Stepped down from Chair from 03-Nov-2020
Surekha Aggarwal (Non-executive director)	
Paul Di Paola (Non-executive director)	
John Hitchin (Chief Executive)	
Michael Toyer (Director/Company Secretary)	
Laura Busfield (Director)	

Directors' interests

The directors hold no interests in the company.

Directors' and officers' insurance

The company maintains insurance for directors and officers against liabilities in relation to the company.

Statement of directors' responsibilities

The directors are responsible for preparing the directors' report and financial statements in accordance with applicable law and regulations. Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors' report

Each of the directors confirms that:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- the director has taken all the steps that he or she ought to have taken as a director in order to make him or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

The Company Board has appointed Lovewell Blake LLP as auditor for year ending 31 March 2021 audit services, and they will be proposed for re-appointment in accordance with the provisions of the Companies Act 2006. This is their first year of appointment.

This report has been prepared taking advantage of the small companies' exemption of section 415a of the Companies Act 2006.

On behalf of the Board:

Rohati Chapman – Chair

Date: 30 November 2021

John Hitchin – Chief Executive

Date: 30 November 2021

Independent Auditor's Report to the Members of Renaisi Limited

Opinion

We have audited the financial statements of Renaisi Limited (the 'company') for the year ended 31 March 2021 which comprise the Income Statement, Statement of Comprehensive Income, Statement of Financial Position and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021, and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance.
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Lovewell Blake LLP

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of

Lovewell Blake LLP

Chartered accountants & statutory auditor

Bankside 300

Peachman Way

Broadland Business Park

Norwich

NR7 0LB

01/12/2021

Income Statement Year to 31 March 2021

	Notes	2021 £	2020 £
Turnover		2,887,398	2,996,499
Direct project costs		(297,472)	(550,165)
		2,589,926	2,446,334
Other operating income		15,963	51,152
Fair value movement on Fixed asset investments	7	156,907	(44,473)
Administrative expenses	1	(2,514,421)	(2,714,625)
Current service credit/(cost) – pension scheme	3	(16,000)	17,000
Operating surplus	2	232,735	(244,612)
Other finance cost	3	(28,000)	(41,000)
Surplus/(deficit) on ordinary activities before taxation		204,375	(285,612)
Tax charge on surplus on ordinary activities		-	-
Surplus/(deficit) for the financial year after taxation		204,375	(285,612)

The accounting policies and notes on pages 11 to 18 form part of these financial statements.

Statement of comprehensive income Year to 31 March 2021

	Note	2021 £	2020 £
Surplus/(deficit) for the financial year		204,375	(285,612)
Actuarial (losses)/gains	3	(1,260,000)	551,000
Movement on deferred tax relating to pension liability	4	-	-
Total recognised losses and gains in the year		(1,055,625)	265,388
Retained reserves brought forward		(236,479)	(501,867)
Retained reserves carried forward		(1,292,104)	(236,479)

Statement of Financial Position 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Tangible fixed assets	6		16,898		41,760
Investment	7		900,848		743,941
Current assets					
Debtors	8	438,005		347,059	
Cash at bank and in hand		356,142		295,439	
		794,147		642,498	
Creditors: amounts falling due within one year	9	(643,997)		(474,678)	
Net current assets			150,149		167,820
Total Assets Less Current Liabilities			1,067,896		953,521
Net Assets Excluding Pension Liabilities			1,067,896		953,521
Provision for Pension Liabilities	3		(2,360,000)		(1,190,000)
Net Assets Including Pension Liabilities			(1,292,104)		(236,479)
Capital and reserves					
Income and expenditure account excluding pension reserve			1,067,896		953,521
Pension reserve			(2,360,000)		(1,190,000)
Total Reserves			(1,292,104)		(236,479)

The financial statements have been prepared in accordance with the provisions applicable to company's subject to the Small Companies Regime, and in accordance with the provisions of FRS 102 Section 1A – small entities.

"In accordance with section 444 of the Companies Act 2006, the income statement has not been delivered" as per A11.

The financial statements were approved by the Board of Directors on 30 November 2021 and were signed on its behalf by:

Rohati Chapman – Chair

Date: 30November 2021

John Hitchin – CEO

Date: 30 November 2021

Company registration number: 3532867

Principal accounting policies Year to 31 March 2021

General Information

Renaisi Limited is a private company limited by guarantee and incorporated in England and Wales, registration number 3532867. The registered office is Unit 2, 3 & 13, 290-296 Mare Street, London, E1 8HE. The principal activity of the company is to support individuals, communities, and social institutions to improve the places where they live and work.

Basis of preparation of the financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and Companies Act 2006.

The financial statements are presented in Sterling (£) and rounded to the nearest £.

The following principles have been applied:

Going concern

We acknowledge the uncertainty of the current economic climate and the legacy of our pension scheme and the associated pension liabilities. In reviewing going concern, we have prepared prudent forecasts for the 12 months following date of accounts approval, demonstrating that in any reasonably likely trading outcome, cash would not become limiting. We are pro-actively managing our pension risks through budgeted maintenance of payments into the Pension Fund at the levels disclosed in Note 3 and through ongoing engagement with the Fund managers as described in Note 11. Thus, we are confident that within the challenging economic context we will continue to maintain liquidity.

Overall, and despite the crystallisation of the pension liability in the next 12 months as set out more fully in notes 11 and 13, we are confident that our current long-term contracts, strong reputation, known contract opportunities and business strategy mean the company will remain a going concern for the 12-months ahead and beyond. The directors therefore have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and they continue to adopt the going concern basis of accounting preparing the financial statements.

Turnover

Turnover represents net invoiced sales of services, excluding value added tax.

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Turnover is measured where the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Turnover from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all the following conditions are satisfied:

- the amount of revenue can be measured reliably.
- it is probable that the Company will receive the consideration due under the contract.
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

Income from our employment support services is accounted for when Renaisi is entitled to the income under the range of contracts. Sustainability payments relating to individuals within those employment contracts that have only partially completed the sustainability outcome at the balance sheet date are not accrued as there is insufficient certainty in relation to the outcomes.

Management fees are recognised when receivable.

Turnover (continued)

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Income Statement at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Income statement in the same period as the related expenditure.

Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment, fixtures, fittings, and project assets: 20% - 25% on straight line basis.

Fixed asset investments

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in surplus or deficit for the period.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term creditors are measured at the transaction price.

Current and deferred tax

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Income Statement except that a charge attributable to an item of income and expense recognised as other comprehensive income is also recognised in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of financial position date, except that:

The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and

Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Pensions

The service and finance costs of the company's two pension scheme are charged to the Income Statement. The company makes contributions to a defined benefits pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the company and are invested in the Local Government Pension Scheme which is operated by the London Borough of Hackney. The liabilities of the Scheme are included in the Balance Sheet on an actuarial basis using the projected unit method, i.e., an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc and projected earnings for current employees.

The company's share of the assets of the pension fund is included in the Balance Sheet at fair value on the following bases:

Quoted securities	– bid or last traded price
Unquoted securities	– professional estimate
Unitised securities	– bid or the latest single market price
Property	– Market value

Financial Instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Operating Leases: The company as lessee

Rentals paid under operating leases are charged to the Income Statement and expenditure on a straight-line basis over the lease term.

1 Administrative expenses

	2021 £	2020 £
Staff costs	2,064,703	2,161,286
Other administrative costs	449,718	553,339
	2,514,421	2,714,625

2 Operating surplus

The operating surplus/(deficit) is stated after charging:	2021 £	2020 £
Depreciation – owned assets	24,862	31,039
Directors' emoluments and other benefits etc.	207,469	236,820

The number of directors to whom retirement benefits were accruing during the period under the company pension scheme was 3 (2020: 3).

3 Defined Benefit Pension liability

	2021 £	2020 £
Pension charge for the year (contributions payable)	16,000	36,000
Employer's contributions	134,000	53,000

The last triennial formal valuation of the Scheme was carried out by the Scheme's actuary, Hymans Robertson LLP as at 31 March 2019.

An annual actuarial valuation was carried out for the purpose of complying with FRS102. The valuation as at 31 March 2020 has been updated to 31 March 2021. As at 31 March 2020 the Scheme's liabilities exceeded its assets by £1,190,000 and at 31 March 2021 by £2,360,000. The defined benefit liabilities have been measured using the projected unit method.

Assumptions	2021 % p.a.	2020 % p.a.
Pension increase rate	2.80	1.85
Salary increase rate	3.10	2.10
Discount rate	2.05	2.45

3 Pension liability (continued)

Breakdown of the expected return on assets by category	2021 % p.a.	2020 % p.a.
Equities	68	64
Bonds	21	24
Property	8	10
Cash	3	2

Fair value of the employer assets	2021 £	2020 £
Equities	6,408,320	4,844,800
Bonds	1,979,040	1,816,800
Property	753,920	757,000
Cash	282,720	151,400
	9,424,000	7,570,000

Balance sheet	2021 £	2020 £
Fair value of employer assets	9,424,000	7,570,000
Present value of funded liabilities	(11,784,000)	(8,760,000)
Net liability	2,360,000	1,190,000
Less: deferred tax asset at 17%	-	-
Net provision for pension liability	2,360,000	1,190,000

Reconciliation of employer assets	2021 £	2020 £
Opening fair value of employer assets	7,570,000	8,241,000
Interest income	185,000	197,000
Contributions by members	5,000	8,000
Contributions by employer	134,000	54,000
Actuarial gains/(losses)	1,680,000	(783,000)
Estimated benefits paid	(150,000)	(147,000)
Closing fair value of employer assets	9,424,000	7,570,000

Reconciliation of defined benefit obligation	2021 £	2020 £
Opening defined benefit obligation	8,760,000	9,958,000
Current service cost	16,000	37,000
Interest cost	213,000	238,000
Contributions by members	5,000	8,000
Changes in financial assumptions	2,940,000	(1,334,000)
Estimated benefits paid	(150,000)	(147,000)
Closing defined benefit obligation	11,784,000	8,760,000

3 Pension liability (continued)

Charge to income and expenditure account	2021 £	2020 £
Interest cost	213,000	238,000
Interest income	(185,000)	(197,000)
Other finance costs	28,000	41,000
Current Service cost/(credit) (included in administration costs)	16,000	(17,000)

Amount recognised in Statement of Other Comprehensive Income	2021 £	2020 £	2019 £	2018 £
Actuarial (losses)/ gains recognised in OCI	(1,142,000)	551,000	(622,000)	132,000
Cumulative actuarial gains and losses	(2,497,000)	(1,355,000)	(1,906,000)	(1,284,000)

The mortality assumptions were as follows:

	2021 years	2020 years
Longevity at age 65 for current pensioners		
. Men	21.3	21.2
. Women	23.8	23.4
Longevity at age 65 for future pensioners		
. Men	22.8	22.4
. Women	25.8	25.1

The best estimate of contributions to be paid by the employer to the scheme for the year beginning 1 April 2021 is £134,000 (2020 - £118,000).

The net pension liability is calculated on the basis that the scheme has at least one active member. It does not represent the liability that would crystallise as a result of the termination/cessation event described in Note 11.

4 Taxation

The company carries forward losses for taxation of £2,059,216 (2020: £2,199,155) that would relieve tax on future profits. Those losses generate a potential deferred tax asset of £391,251 (2020: £417,839) that has not been recognised in line with the stated accounting policy.

There is an unrecognised deferred tax asset of £448,400 (2020: £226,100) relating to the defined benefit pension scheme in the year.

5 Staff costs

Total employee related costs during the year were £2,064,703 (2020: £2,161,286). Employers NI was £177,151 (2020: £179,285). Total pension costs were £203,384 (2020: £123,539). The average number of employees during the year was 56 (2020: 56).

6 Tangible fixed assets

	Office Equipment £	Fixtures and Fittings £	Project Assets £	Total £
Cost				
At 1 April 2020	150,455	169,119	77,708	397,282
Additions	-	-	-	-
Disposals	-	-	-	
At 31 March 2021	150,455	169,119	77,708	397,282
Depreciation				
At 1 April 2020	137,086	141,915	76,521	355,522
Charge for the year	8,684	15,582	596	24,862
Disposals	-	-	-	-
At 31 March 2021	145,770	157,497	77,117	380,384
Net book value				
At 31 March 2021	4,685	11,622	591	16,898
At 31 March 2020	13,369	27,204	1,187	41,760

7 Fixed asset investments

	2021 £	2020 £
Investment Bonds		
At 1 April 2020	743,941	988,484
Withdrawal in year	-	(200,070)
Revaluation	156,907	(44,473)
At 31 March 2021	900,848	743,941

Fixed asset investments at 31 March 2021 are held for long term growth.

8 Debtors: Amounts falling due within one year

	2021 £	2020 £
Trade debtors	181,288	147,385
Accrued income	160,158	97,304
Other debtors	96,559	102,370
	438,005	347,059

9 Creditors: Other amounts due within one year

	2021 £	2020 £
Trade creditors	109,864	138,452
Other creditors	9,670	14,402
V.A.T.	229,603	21,119
Social security and other taxes	131,220	87,175
Accrued expenses	103,980	108,486
Deferred income	59,660	105,044
	643,997	474,678

10 Ultimate controlling party

Other than the members as a body (who are the directors of the company), the company has no ultimate controlling party. It is a company limited by guarantee with members having one vote each. In the event of the company is wound up, the liability of the members is limited to £1 each.

11 Contingent liability

As detailed in the accounting policies and Note 3, the company participates in the London Borough of Hackney Pension Fund, a defined benefit scheme on a closed admission basis, meaning that no additional members can be added to the Fund. The financial statements at 31 March 2021 reflect the actuarial assessment of Scheme liabilities at the year-end as required by FRS 102.

The company currently has only one active member accruing benefits in the Fund and, when that member leaves service, this would trigger a termination/cessation event in the Fund. At that stage the Fund would ask the Fund Actuary to calculate the company's cessation liability.

The company would not be in a position to settle such a liability immediately and it would be necessary to seek agreement with the Fund for deferred payment terms. A combination of the regulations covering the Local Government Pension Scheme in 2020 and the subsequent updated local guidance recently agreed by the Fund provide more options for, and an assumed position, of flexible repayment options that do not force organisations into insolvency. The company is continuing to receive professional advice to support further engagement with the scheme administrator on managing this liability.

See also Note 13, Post balance sheet events.

12 Operating lease commitments

At 31 March 2021, the company had future minimum lease payments under non-cancellable operating leases for land and buildings as follows:

	2021 £	2020 £
Falling within one year	119,485	166,429
Falling in two to five years	79,301	185,036
	198,786	351,465

13 Post balance sheet events

After the period end, the last remaining active member accruing benefits in the London Borough of Hackney Pension Fund will leave service, triggering a termination/cessation event. As detailed in note 11 above, the cessation liability will be calculated by the Fund Actuary.